

19 June 1978

MEMORANDUM FOR: Chief, NFAC Administrative Staff

SUBJECT : OIA Response to Inspector General Memorandum  
Regarding Channels of Dissent

1. The Office of Imagery Analysis (OIA) does not have any formal channels for dissent on operational, analytical, or organizational matters. Instead, it uses a variety of avenues to surface dissenting views, depending on the nature of the dissent or objection.

2. Dissenting views on issues internal to OIA can be made known in several ways. The line management is the mechanism available for surfacing dissent on analytical issues. The author of a particular piece of analysis has the opportunity to discuss his views with his managers and work out any disagreements. If the subject relates to another analyst's area of responsibility, the analysis is coordinated with that person. Any dissenting views are worked out during the review process; if they cannot be worked out both views are presented. On operational and organizational issues, channels for dissent are available through line management, the Office Management Advisory Group, and various advisory committees. Subjects that cannot be resolved through these mechanisms can be brought to the Inspector General's office if they are judged to be of that importance.

3. Avenues for dissent also exist for issues which involve other parts of the Agency. Analytical papers drafted by other components of the Agency that contain imagery-derived information normally--but not always--are sent to OIA for review. The most formal system exists for National Intelligence Daily (NID) articles which are sent to OIA for coordination. Substantive differences of opinion on these articles are discussed between the author and the substantive expert in OIA. If differences cannot be resolved at this level, they are brought to the attention of the next level of command. Occasionally, they move all the way up to office director level. Differences of opinion on NID articles are, in almost all cases, resolved through redrafting.

4. Other types of Agency analytical reports that contain imagery-derived information are handled in much the same way. However, not all of these reports are sent to OIA for review, and occasionally one will be published in which we do not concur. Our only recourse in these cases

is to contact the producing Office and make our views known to them. When drafts reports are sent to OIA for review, OIA in most cases will work out the differences of opinion through analyst-to-analyst discussions. There are occasions where agreement is not reached, and the report will be published without mention of our dissenting view.

5. Operational and organizational issues involving OIA and another component of the Agency are, in most cases, handled by office management. Those issues that cannot be resolved at this level are taken to NFAC management for resolution. Issues that are not resolved to the satisfaction of OIA by NFAC management are not pursued to a higher level: they are accepted by OIA management.

6. If you need clarification or elaboration on any of those points, please give me a call.

[Redacted]  
Deputy Director  
Office of Imagery Analysis

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